Industry Weighs in on the Value/Impact of OT&E/DOT&E
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OT&E/DT&E
How Can We Make it Better?

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The Premises

- ***Different constituencies have different criteria for success***

and,

- ***The "Real Requirements" can get "Lost in Translation"***

Success Criteria

In the Eyes of the Office of T&E a successful OT occurs if:

- ***An improved war fighting capability has been demonstrated***
  - ***Does a job that needs doing***
  - ***Doesn't fail very often***
  - ***And, it's either a new capability, does some job significantly better or replaces something that didn't work well***
- ***And, to a lesser degree, the test starts and finishes on schedule***

In the Eyes of DoD PM a successful OT occurs if:

- ***No problems are found that will cost the government money to fix***
- ***No problems are found that will impact delivery schedule to the user***
- ***And, for budget reasons, the test starts and finishes on schedule***

In the Eyes of the Contractor a successful OT occurs if:

- ***Nothing is found that prevents start of production (= customer is happy)***
- ***Nothing is found that he has to pay to fix***
- ***A new or better capability is demonstrated (= more sales)***
- ***And, if the fixes are on him, the test starts and finishes on schedule***

In the Eyes of the User Command a successful OT occurs if:

- ***Nothing is found that prevents fielding the system***
- ***A new or better capability has been shown***
- ***All deliveries begin on schedule***

Common Threads

- ***Everyone is concerned about schedule to some degree***
- ***Everyone wants something that "works"***
- ***But, everyone has a slightly different definition "works"***

These common threads are necessary, but not sufficient to ensure success

Closing the Gap or How "Real" System Requirements are"Lost in Translation"

How Requirements are Generated
(greatly simplified)

1. ***Using command generates requirements***
2. ***DoD PM puts those requirements (and a lot of other requirements) into an RFP***
3. ***The winning Contractor builds to these requirements***
4. ***OT&E tests to "real world" requirements***

But What Really Happens is:

1. *A long time can pass between step 1 and step 4 and it is increasing*

2. *All the "Real World" requirements may not be included in the RFP and/or contract*

3. *"Spiral Development", "Incremental Development" and/or "Performance Based Contracting" can blur the focus on what is really required.*

4. *"Requirements" can number in the hundreds or even thousands, when only a very few are really important.*

A Few Words About Requirements

- **Modern Software Tools allow us to:**
  - **track 10's of thousands of "requirements"**
  - **"manage" thousands of risks**
  - **build IMS's that have tens of thousands of "key milestones"**
- **The "Real" Requirements are in there somewhere**

"Feeding the Beast"

What Can Be Done to Improve Translation?

- ***Everyone Involved – User, PM, developer, tester needs to regularly ask these six questions:***

1. ***What is the purpose of this product?***
2. ***Where will it be used?***
3. ***Who will use it?***
4. ***Under what conditions will it be used?***
5. ***What are the worst things that can happen to it?***
6. ***What haven't we thought of?***

Comments/Questions?